

County Executive Office

Jan Christofferson, County Executive Officer

MISSION STATEMENT

To support and implement Board policies and priorities, provide organizational direction and leadership, coordinate strategic and regional planning efforts, and ensure efficient and effective management of county workforce and activities.

Appropriation	Budget 2003-04	Position Allocations	Recommended 2004-05	Position Allocations
County Executive	\$ 3,872,653	30	\$ 3,858,939	30
Economic Development	982,702	3	913,864	3
Organizational Development Division	729,597	7	729,597	7
General Liability Insurance*	4,181,137	5	4,221,461	5
Workers Compensation Fund*	7,005,591	4	6,918,912	4
Total:	<u>\$ 16,771,680</u>	<u>49</u>	<u>\$ 16,642,773</u>	<u>49</u>

* Amounts include total operating expenses and fixed assets

CORE FUNCTIONS

Executive Management

To support the County Executive Officer's responsibility for effective and efficient administration of county government, Executive Management staff prepare administrative, fiscal, and operational policy recommendations for the Board of Supervisors (BOS) as appropriate, support and guide department staff in implementing Board policies and priorities, represent BOS interests in a variety of intergovernmental and regional settings, and manage the County's workforce and resources.

Economic Development

Attracts new investment to the County and expands the current economic base by creating new primary wage earning jobs; providing opportunities for all wage earners regardless of skill level or educational background; supports existing business through training opportunities; and encourages tourism and commercial filming and redevelopment in core business areas.

Organizational Development

Provide educational and career development for employees, conduct facilitation, mediation and specialized training for county departments and other government agencies, coordinate employee recognition and reward programs, and identify opportunities for employees to contribute to Placer County communities and constituents.

Risk Management (Internal Service Funds)

Risk Management is comprised of two programs: General Liability, and Workers Compensation. General Liability administers and controls claim costs by reducing and avoiding risks; obtaining insurance and maintaining an adequate reserve to pay for all liability claims and related costs. Workers Compensation administers and controls claim costs by promoting worker health, promoting safe operations and activities, managing worker injury claims, and maintaining adequate reserves to pay claims and related costs.

Administration & Financial Services

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FY 2003-04 Major Accomplishments

EXECUTIVE MANAGEMENT

- **Governing for Results:** Assisted BOS in identifying Placer County goals, objectives and priorities, and further tied those to outcomes and performance measures. Provided consultant assistance and training to departments, integrated performance measurement into the County's budget process and format. Instituted quarterly budget and performance measurement reviews with county departments.
- **Workforce Planning:** Initiated a comprehensive workforce planning analysis including a retirement survey, demographic profile, and best practices. Completed strategy development to accommodate dramatic changes in county demographics, and conducted succession planning to prepare for a large number of retirees from our workforce.
- **Disciplinary Process Review:** Implemented a streamlined disciplinary process where a multi-departmental committee reviews and processes routine matters.
- **Cost Allocation Plan Compliance:** In FY 2003-04 began an incremental expansion of the County's reimbursement of its internal services to all departments, in accordance with County's Cost Allocation Plan practices.
- **Noise Ordinance:** Established a task force, obtained consultant support, coordinated departmental input and roles, held public hearings, obtained BOS approval for the program, and engaged in implementation of the process.
- **Land Development:** Completed a review of the West Roseville Specific Plan and Tax Exchange Agreement; completed the Rocklin Ranchos Tax Exchange Agreement; negotiated benefits related to the extension of The City of Lincoln's redevelopment plan; and developed internal monitoring protocols for the Teichert and the Bickford development agreements. Continued to resolve development concerns and coordinate countywide departmental efforts through bi-weekly Development Issues Committee meetings. Coordinated the study and implementation of the automated permit system. Provided direction and coordination to departments in Board Visioning process for Western Placer County.
- **Department Head Appointments:** Coordinated the recruitment, selection, and appointment of several new department heads due to retirements; as well as, working with the Auditor-Controller to assure transitional duties such as audits and reviews of internal controls were completed.
- **Probation Department Assessment:** Contracted with the State Board of Corrections (BOC) for a comprehensive organizational analysis (staffing, facilities, management structure, department policies, training, and other functions), the outcome of which yielded over \$500,000 in savings when implemented by the new chief probation officer. Transitioned the interim department head to a regular appointment; arranged for internal audit that resulted in enhanced internal controls.
- **County Budget:** Recommended a proposed budget to BOS with no net increase in allocated positions, where the average increase over the last ten years had been approximately 70 per year, to accommodate a \$16 million reduction in revenues. Developed and implemented an accelerated budget calendar. Automated the department budget submittal and Executive Office budget review processes.
- **Cost Saving Measures:** Coordinated in the development and implementation of a voluntary furlough program and countywide hiring freeze.
- **Courts/Public Defender:** Completed a comprehensive review of the Public Defender accounting practices that resulted in greater internal control, timely and accurate payments to vendors, and improved policies.

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- North Lake Tahoe Resort Association (NLTRA): Assisted NLTRA management with operational, financial, and administrative challenges, as well as cash management concerns. Initiated the revision of the Tourism Development Master Plan and assisted in the restructuring of key committees.
- Public Policy: Provided staff support to BOS in numerous major public policy areas such as affordable housing, air quality, homelessness, land use planning, etc.
- Payroll/Personnel System: Worked with Personnel, Auditor-Controller and Management Information Service departments to prepare for implementation a new, integrated County Payroll/Personnel System to replace the current 30-year-old system.
- Trial Court Facilities: Successfully worked in cooperation with the Placer County Superior Courts and the State's Administrative Office of the Courts (AOC) in developing a court facility memorandum of understanding (MOU) between Placer County and the State of California. In cooperation with the Auditor Controller, and Facility Services and County Counsel departments, led the SB 1732 Trial Court Facilities Working Group from Placer County to prepare for negotiations with the Judicial Council and the Administrative Office of the Courts.
- Placer County Web Site: Redesigned with public launch scheduled for July 2004. The web site currently served approximately 50,000 visitors per month, and provides more than 4,500 pages of information, applications, and other forms.
- Multi-Hazard Plans: Updated the County's multi-hazard plans for providing extensive public information during a major emergency. Wrote draft plans for emergency public information regarding West Nile Virus, smallpox, and working on crisis communication plan for major emergencies.
- Emergency Public Information Support: Provided major emergency public information support for training exercises, including drills simulating terrorist attacks. Drills were conducted in conjunction with Lincoln; local hospitals; Sierra College; Placer County Water Agency; regional fire fighting services; and with more than two dozen law, fire, health and EMS agencies.

ECONOMIC DEVELOPMENT

- Award of Excellence: Received the Award of Excellence from California Association for Local Economic Development (CALED) for Electronic Marketing Program and email newsletter that reaches over 3,000 businesses each month.
- Placer County Job Growth: Identified as leading the nation for two years in job growth.
- Universities: Assist in the planning process to determine the location of, and development for, a number of universities that are looking at possible expansion into Placer County.
- Marketing: Successfully implemented Organization and Marketing Plan for 2003.
- Database: Increased our business contact database by 100%.
- Public Assistance: Placer County has retained the status as the California county with the lowest percentage of population receiving public assistance in the State of California.

ORGANIZATIONAL DEVELOPMENT

- Management Training: Coordinated an Executive Speaker Series to help foster a learning culture by bringing noted subject matter experts to managers of Placer County.

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- Survey: Completed the countywide training survey to act as a guide to review training curriculum and explore options for future training and development classes and certificate programs.
- Employee Suggestions: Implemented the employee suggestion program entitled Suggestion Awards for Visionary Employees (SAVE\$) providing another avenue for employees to communicate innovative ideas for tangible and quantifiable monetary savings or increased revenues for improved government services.
- On-line Services: Designed and published an on-line Catalogue of Services improving employee awareness of the Organizational Development Division's services and revised the class evaluation form enhancing student's feedback on class curriculum and instructor presentation.
- Staff Support: Provided expanded support to other county departments and the community through staff involvement in facilitations, mediations, and volunteer activities.
- Ethics Training: Provided comprehensive ethics training for the Placer County management team.

RISK MANAGEMENT (INTERNAL SERVICE FUNDS)

- Actuarial Review: Conducted a comprehensive review of both the workers compensation and General Liability Programs activities and practices. Completed actuarial studies for both self-insurance funds to bring the programs into compliance with state rules and up to date with funding requirements for the accrued liability.
- Claims: Large backlog of workers compensations claims have been reviewed, settled, and closed.
- Department of Transportation Program: Successfully implemented random drug and alcohol testing program that met requirements for the State Department of Transportation's criteria.
- Rates: Successfully modified the basis of workers compensation rates from a 100% pure rate to a platform of 70% actual experience and 30% pure rate formula so that the proportionate burden of rates falls on appropriations receiving the most benefit, as mandated by the State Controllers Office.
- Refund Recovery: Recovered nearly \$396,000 in workers compensation insurance refunds from our excess insurance carrier and third party liability carriers.
- Department Participation: Provided informational and training sessions for department heads and their managers to demonstrate the economic impact to their budgets of strong return-to-work and loss prevention and safety programs. Encouraged and supported the department's management to identify positions that would be appropriation for employees that needed accommodation in order to return to work.
- Legislation: Participated in the California State Association of Counties (CSAC) lobbying efforts to assist the Governor with implementation of workers compensation reform legislation.

FY 2004-05 Planned Accomplishments

EXECUTIVE MANAGEMENT

- Labor: Provide for, protect, and maintain Placer County's workforce within current budget and political constraints.
- Regional Issues: Continue participation in regional coordination efforts regarding homeless issues; continue to work with community stakeholders in developing and implementing a Placer County plan that would address homelessness on a regional basis.

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- NLTRA: Continue to work with the NLTRA management team for completion of the Tourism Development Master Plan II.
- HHS Facilities: Plan and develop a HHS facilities master plan.
- Animal Shelter: Develop a strategy to provide the funding necessary to build a new Animal Shelter, including full city participation in shelter construction and operation as well as enforcement costs.
- Regional Agreements: Complete annexation reviews and tax exchange agreements for the City of Lincoln.
- Fees: Complete the comprehensive fee review for land development departments for submittal to BOS.
- Relicensing Work Plan: Develop a relicensing work plan and funding agreement with the Placer County Water Agency (PCWA).
- University: Continue to coordinate countywide departmental efforts regarding university projects and proposals.
- Land Development: Implement a strategy for continuous improvement in land development departments, including integration with operational improvements and new facility. Continue implementation of Land Development Strategies for Continuous Improvement by implementing the action plan that resulted from the critical process improvement study and further facilitating the Automated Permitting Systems project.
- Governing for Results: Continue to lead the Governing for Results Initiative with the goal of demonstrating the value created by county operations and measuring progress toward achievement of BOS goals.
- Performance Reviews: Continue quarterly management reviews with departments to monitor expenditures, revenues, and the development of performance measurement data and strategic planning efforts.
- Criminal Justice: Continue working with the Criminal Justice Policy Committee to strengthen planning, communication and operational effectiveness among the public safety departments.
- Legislation: Provide advocacy support to BOS, other county elected officials and county departments to further advance BOS priorities and to articulate the County's interests at local, regional, state and federal levels. Continue to advocate locally, statewide, and federally to develop the County's Annual Legislative/Regulatory Platform, build upon and strengthen intergovernmental relationships, and represent Placer County interests.
- County Budget: Plan, develop and implement a budget and economic status report that would be presented to BOS on a regular basis.

ECONOMIC DEVELOPMENT

- Marketing: Implement the Organization & Marketing Plan for 2004.
- Awards: Retain certification from the International Economic Development Council (IEDC).
- Online Services: Update the Placer County CD ROM and video streaming from website.
- Business Relations: Continue working to establish business associations in Tahoe City, Kings Beach/Tahoe Vista and Bowman with Redevelopment Agency.
- University Cooperation: Coordinate with the California State University of Sacramento and other interested universities in the location of Placer County campuses.

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ORGANIZATIONAL DEVELOPMENT

- Employee Certification: Develop competency-based certificate programs for broad groups of similar job classifications, such as the Administrative Certificate Program, to ensure job-related skill development training for Placer County employees.
- Training: Increase availability of high school and college student intern candidates providing Placer County departments with a more diverse workforce and providing the student interns with an introduction to government agency employment.
- Teleconferences: Explore teleconferencing classes to Tahoe area providing more training opportunities for Tahoe-based employees.
- Employee Suggestions: Increase Placer County employees' awareness and participation in the newly implemented employee suggestion program, Suggestion Awards for Visionary Employees (SAVE\$) encouraging innovative ideas that result in monetary benefits to the County.

RISK MANAGEMENT (INTERNAL SERVICE FUNDS)

- Claims: Reduce general liability claims expenses by an additional 5% countywide by instituting a proactive risk reduction strategy that promotes safety, training and accident investigations. Reduce the number of new reported workers compensation and general liability claims by 5%.
- Reserves: Continue to build general liability and workers compensation liability to meet the 75-80% confidence level reported in the annual actuarial report.
- Medical Review Program: Develop and implement workers compensation, Medical Review Program to expedite appropriate treatment to injured employees and help contain associated costs.
- Safety: Develop and implement additional safety training opportunities in the area of blood-borne pathogens and back lifting techniques for county employees.
- Fraud: Increase the number of workers compensation fraud cases identified, and reported such to both the Department of Insurance and the District Attorney's Office for prosecution.
- Old Claims: Decrease the County estimated future liabilities amount through settlement of claims and the closing of older year claims that were initiated between the years 1979 and 1995.

Department Comments

During FY 2004-05, the County Executive Office (CEO) will confront the same dilemma facing all county and city managers in California: how to insure that our growing county and communities will continue to receive quality services despite limited resources and the financial impacts from the State of California's budget on Placer County. This office will respond to this challenge by working collaboratively with the Board of Supervisors, department management and staff, and community and regional partners to define and achieve outcomes that meet the needs of our communities and residents. Proposed expenditures for this office have been maintained at FY 2003-04 levels for the second year in a row by making reductions in various program areas, such as the E-government initiative, various professional services contract funding and leaving several positions vacant and unfunded. However, the submitted budget provides the resources necessary to maintain our focus on core functions and programs for meeting the many challenges that lie ahead. Through the Governing for Results Initiative, the County will continue to strengthen its ability to monitor, evaluate, and improve its programs and services along with strengthening its ability to clearly demonstrate that public tax dollars are spent in achievement of tangible results.

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Over the next several months, CEO staff will continue to work closely with departments to assess ongoing state budget impacts as they unfold, identify program efficiencies and possible reductions.

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County Executive Office Comments and Recommendations

The net budget for the *County Executive Office* is below FY 2003-04 levels, which is primarily the result of leaving vacant and/or not funding two positions (an administrative technician and principal management analyst). Leaving these positions vacant will increase the workload of current staff and potentially impact our ability to provide the same level of service to county departments and the Board of Supervisors. The two operating budgets for CEO were consolidated in FY 2003-04 (CEO Special Services closed / appropriation 10150), and during the current fiscal year, three positions were transferred to this appropriation to centralize the fiscal operations of the County Executive Department. The principal management analyst position that manages the North Lake Tahoe Resort Association Contract (NLTRA) is only partially funded, however additional funding is requested with final budget.

Department requested funding considerations for final budget:

- Restore full year funding for a principal management analyst (\$72,216)

Funding for *Economic Development* is also recommended at FY 2003-04 levels. To accomplish this, reductions in funding for other areas of the budget have been made to offset increases in salaries and benefits. The result of these funding constraints may be a reduction in the frequency of newsletters releases and an inability to participate in co-operative marketing projects with other local governments. This budget receives revenues from transient occupancy tax (TOT) of \$205,000 to offset part of the costs of the agreement with Placer County Visitors' Center. Economic Development also receives funding from NLTRA (\$29,400) to assist with funding of the Film Promotions Program, and is reimbursed by the County's Redevelopment Agency for staff time dedicated to redevelopment projects in the North Tahoe, Sunset and North Auburn redevelopment project areas, and for office space and administration costs for Redevelopment Agency staff housed with the Economic Development Division (\$85,060).

Department requested funding considerations for final budget:

- Restore full year funding for newsletter, CDs, and marketing efforts (\$22,000)

Funding for *Organizational Development* is recommended at the FY 2003-04 level, and will provide for training opportunities and countywide events such as the Combined Giving Campaign. This appropriation receives reimbursements from non-General Fund departments through the Employee Benefits budget.

Bickmore Risk Services reviewed Placer County's *General Liability Insurance Internal Service Fund* and recommended an increase in the accrued loss contingency liability for fiscal year ending June 30, 2004. Funding to book this accrual is available within the General Liability reserves and current budget. The costs associated with this program such as legal fees, professional service contacts and special insurance premiums continue to rise, and while general liability rates charged to departments were raised slightly with the development of this proposed budget. Pending current year-end close and the release of the State of California's FY 2004-05 Proposed Budget, reimbursement received by General Liability through charges to county departments is recommended at \$3.47 million. This budget will also be reimbursed by the General Fund for non-tort costs (\$350,000), will earn interest revenue (\$220,000) and is expected to receive other revenue and reimbursements (\$175,712). Funding in the recommended budget is included to provide funding for next year's liability accrual (\$312,657). The General Liability budget is "balanced", and carryover funds from the current year will be placed in the designation for contingency reserve.

Bickmore Risk Services also reviewed Placer County's *Workers Compensation Insurance Internal Service Fund* and recommended an increase in the accrued loss contingency liability for fiscal year ending June 30, 2004. The liability accrual will be funded with expenditure savings in the Workers Compensation budget and through the cancellation of the funds reserves. Placer County began to phase in the implementation of an exposure and experience methodology in the calculation of premium rates during FY 2002-03, with full implementation at 70/30 in FY 2003-04. Costs associated with this program such as claim costs and special insurance premiums continue to rise. The net budget for Worker's Compensation has been reduced below FY 2003-04 levels (\$6,918,912). The

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Workers Compensation budget is “balanced”, and carryover funds from the current year will be used to fund the judgments and damage contingency to provide funding for next year's liability accrual.

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EXECUTIVE OFFICE FUND 100 / APPROPRIATION 10040

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	\$ 2,413,335	\$ 2,663,704	\$ 3,217,103	\$ 3,095,068	16%	\$ -
Services and Supplies	509,483	1,205,368	1,180,562	905,562	-25%	-
Other Charges	48	-	-	-	0%	-
Intra Fund Charges	64,204	3,581	2,900	2,900	-19%	-
Gross Budget:	<u>2,987,070</u>	<u>3,872,653</u>	<u>4,400,565</u>	<u>4,003,530</u>	<u>3%</u>	<u>-</u>
Intra Fund Credits	(23,713)	-	(132,012)	(144,591)	100%	-
Net Budget:	<u>\$ 2,963,357</u>	<u>\$ 3,872,653</u>	<u>\$ 4,268,553</u>	<u>\$ 3,858,939</u>	<u>0%</u>	<u>\$ -</u>
Revenue						
Taxes	\$ 21,395	\$ 70,000	\$ 70,000	\$ 70,000	0%	\$ -
Intergovernmental Revenue	-	5,000	-	-	-100%	-
Charges for Services	43,669	46,375	46,375	46,375	0%	-
Miscellaneous Revenue	8,016	4,500	25,044	25,044	457%	-
Other Financing Sources	-	12,000	7,500	7,500	-38%	-
Total Revenue:	<u>73,080</u>	<u>137,875</u>	<u>148,919</u>	<u>148,919</u>	<u>8%</u>	<u>-</u>
Net County Cost:	<u>\$ 2,890,277</u>	<u>\$ 3,734,778</u>	<u>\$ 4,119,634</u>	<u>\$ 3,710,020</u>	<u>-1%</u>	<u>\$ -</u>
Allocated Positions	26	30	30	30	0%	-

Program Comments: In FY 2003-04 the two operating budgets for CEO were consolidated (Special Services closed # 10150). In FY 2003-04 three position allocations were transferred to this appropriation from other CEO divisions.

CORE FUNCTION: EXECUTIVE MANAGEMENT

Development and Implementation of BOS Policies

Program Purpose: To provide high quality, comprehensive information, analysis and recommendations to BOS in order to support their policy-making authority and ensure that departmental alignment with those policies.

Total Expenditures: \$901,799

Total Staffing: 7.0

- **Key Intended Outcome:** High quality support to the County's Board of Supervisors.

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BOS Policy Development and Implementation Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of policy related Board items reviewed/% considered complete and ready for Board meetings	4,000 / 98%	4,000 / 99%	4,000 / 99%
# of written responses to BOS directives, information or action requests	N/A	350	350
# of formal work sessions held on issues facing the County	N/A	2,000	2,500
#/% of BOS strategic priorities with two or more outcome indicators	N/A	N/A	N/A / 100%
## of BOS who indicate that Performance Budgeting is a valuable tool in developing and implementing county policy	N/A	N/A	5 / 100%

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Organizational Leadership and Management

Program Purpose: To provide leadership and management, strategic thinking, collaborative planning, sound financial and budgetary management, and results-based management in order to ensure effective organizational performance.

Total Expenditures: \$ 1,878,597

Total Staffing: 14.0

- **Key Intended Outcome:** An effective, efficient and accountable government organization.

Organizational Leadership Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# /% of county departments engaging in strategic planning efforts	N/A	23 / 100%	23 / 100%
#/% of county service systems engaging in strategic planning efforts	2	3 / 75%	5 / 100%
Organizational Management Indicators:			
#/% of departments participating in quarterly management reviews (performance and financial)	N/A	23 / 100%	23 / 100%
#/% of departments achieving satisfactory progress or better on quarterly management reviews (performance and financial)	N/A	23 / 100%	23 / 100%
#/% of departments submitting results-based analysis with requests for additional funding	N/A	N/A	N/A
Financial Management and Budget			
#/% of legal deadlines met in accordance with annual budget and bond issuance requirements	8 / 100%	8 / 100%	8 / 100%
County bond ratings: Moody's/Standard and Poor's	A1 / A+	A1 / A+	A1 / A+
#% of departments who indicate that performance budgeting approach is a valuable tool for budget planning, policy development and decision making	N/A	17 / 74%	23 / 100%
% of general reserves maintained at levels consistent with the BOS' budget and financial policy guidelines of 5%	100%	77%	100%

Intergovernmental, Regional & Community Planning

Program Purpose: To provide leadership, oversight and coordination of intergovernmental, regional and community planning efforts, strengthen community partnerships, and develop and implement the County's annual legislative program in order to further BOS goals and priorities and maximize the use of resources for the benefit of the entire county.

Total Expenditures: \$ 833,427

Total Staffing: 5.0

- **Key Intended Outcome:** Planning efforts result in strong community partnerships and a positive legislative process.

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Intergovernmental and Regional Coordination Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of written communications to the BOS regarding intergovernmental issues	N/A	N/A	N/A
County Advocacy Efforts			
# of county interests positively influenced through advocacy efforts (statutory, regulatory or administrative)	N/A	N/A	8
\$ realized through federal advocacy efforts	\$7.7 M	\$2.2 M	\$7.0 M
#/% of departments participating in Legislative Platform development	22 / 100%	21 / 91%	21 / 91%

Public Information and Communications Program

Program Purpose: To provide timely and accurate information to citizens and employees about county services, Board actions, county events and local emergencies through news media, the county web site, printed materials, meetings and special events, presentations and other opportunities.

Total Expenditures: \$ 786,742

Total Staffing: 4.0

- **Key Intended Outcome:** Accurate, timely information, readily available to citizens and employees.

Community and Media Program Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of web site visitors	N/A	500,000	506,604
# of direct media contacts/% rating the office as satisfactory or better on how well it communicates with the public	N/A	980	1,100
# of employee newsletter published/% rating the office as satisfactory or better on how well it communicates with employees	N/A	7	7

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ECONOMIC DEVELOPMENT FUND 100 / APPROPRIATION 11120

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	\$ 279,240	\$ 273,699	\$ 299,404	\$ 299,404	9%	\$ -
Services and Supplies	661,501	708,918	629,252	609,367	-14%	-
Intra Fund Charges	1,932	85	5,093	5,093	5892%	-
Gross Budget:	<u>942,673</u>	<u>982,702</u>	<u>933,749</u>	<u>913,864</u>	-7%	<u>-</u>
Intra Fund Credits	(205,671)	-	-	-	0%	-
Net Budget:	<u>\$ 737,002</u>	<u>\$ 982,702</u>	<u>\$ 933,749</u>	<u>\$ 913,864</u>	-7%	<u>\$ -</u>
Revenue						
Intergovernmental Revenue	\$ 122,738	\$ -	\$ -	\$ -	0%	\$ -
Charges for Services	64,066	82,880	85,060	85,060	3%	-
Miscellaneous Revenue	2,268	3,150	3,150	3,150	0%	-
Other Financing Sources	33,200	288,818	234,400	234,400	-19%	-
Total Revenue:	<u>222,272</u>	<u>374,848</u>	<u>322,610</u>	<u>322,610</u>	-14%	<u>-</u>
Net County Cost:	<u>\$ 514,730</u>	<u>\$ 607,854</u>	<u>\$ 611,139</u>	<u>\$ 591,254</u>	-3%	<u>\$ -</u>
Allocated Positions	3	3	3	3	0%	-

CORE FUNCTION: ECONOMIC DEVELOPMENT

Business Retention & Expansion Program

Program Purpose: To retain existing business within Placer County and provide expansion assistance as well as assistance hiring qualified people in order to provide increased job opportunities for residents.

Total Expenditures: \$155,461

Total Staffing: 2.08

- **Key Intended Outcome:** Businesses stay and expand in Placer County.

Business Retention & Expansion Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of businesses responded to within 48 hours of initial inquiry	100%	100%	100%
% of commercial/industrial projects in redevelopment areas assisted	25%	35%	35%
# of email newsletters sent per year	27,700	33,670	27,670

Program Comments: The Placer County Office of Economic Development, in a partnership with the County's Redevelopment Agency and the CalWORKS Division of HHS maintains a very aggressive effort to retain existing business and encourage their expansion in the County. When the office is contacted, it is the goal to answer every inquirer, by phone, email or personal visit within 48 hours of the contact. Further, the office sends a monthly email newsletter with information on programs and incentives available to business in the County.

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Business Attraction & Development Program

Program Purpose: To attract new and expanding business by promoting the outstanding qualities of Placer County in order to provide increased job opportunities for residents.

Total Expenditures: \$109,869

Total Staffing: 0.20

- **Key Intended Outcome:** Business entities come to or expand in Placer County.

Business Attraction & Development Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of agreements successfully negotiated	1	5	8

Program Comments: To attract businesses and industries to the county, a number of job training, financing and permit assistance programs are offered. The Office of Economic Development works to insure that all programs available to new business are also available to existing business as well. Other organizations assist the office, including SACTO, the Sacramento Regional Marketing Council, and the Sacramento Regional Research Institute.

Land Development Services Program

Program Purpose: To assist real estate developers with fee estimates, site location services, financing assistance and other information in order to promote development and to expand industrial and commercial real estate square footage availability in the County.

Total Expenditures: \$145,460

Total Staffing: 0.35

- **Key Intended Outcome:** Industrial and commercial real estate space is available for new and existing businesses.

Land Development Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of fee estimates program for industrial and commercial development	10	12	12
# of businesses assisted in land use process in industrial, commercial and retail	N/A	120	125

Program Comments: The Office of Economic Development works with businesses to assist them through the development process. The assistance program includes estimating impact fees that will be required to be paid before permits are issued, based on the size of the proposed business project. After plans are submitted, Economic Development staff tracks the project through each stage of review, coordinating with county staff and the business.

Film Promotion Program

Program Purpose: To expose the film community to the scenic natural beauty and historic character of Placer County in order to be the site of choice for production crews.

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Total Expenditures: \$138,306

Total Staffing: 0.07

- **Key Intended Outcome:** Film companies use Placer County in their productions.

Film Promotion Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of film productions (permits) in Placer County	18	17	17
# of viable location requests received	81	69	70
# of industry marketing trips	3	5	4

Program Comments: The figure from this fiscal year and next are down slightly from FY 2002-03 and reflect the effects of 'runaway production', a growing phenomenon over the last few years in the entertainment industry, particularly in the feature film market. Feature films have been very successfully lured out of California to other countries and states due to attractive tax rebates and incentive programs offered to film companies that elect to shoot in their regions. Though inquiries from feature films are necessarily down, we expect a slight increase in inquiries due to commercial production because they can't take advantage of many of the tax incentives offered in other jurisdictions and because their budgets continue to be tight. We have reduced our marketing trips by one because our participating partners dropped out making the trip to New York cost prohibitive.

Tourism Promotion Program

Program Purpose: To promote tourism in Placer County by providing information to people seeking tourist and recreational opportunities to the festivals, natural beauty and terrain in the county in order to provide many different choices of recreational activities that generate sales and transient occupancy tax revenues.

Total Expenditures: \$329,189

Total Staffing: 0.30

- **Key Intended Outcome:** Sales and transit occupancy tax revenues are increased.

Tourism Promotion Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of tourists that went to the Placer County Visitors Center	5,253	6,000	7,000
# of telephone inquiries received by the Placer County Visitors Center	4,035	3,811	4,500
\$ of transient occupancy tax revenues generated (excludes Tahoe)	\$225,000	\$230,000	\$237,000
% of transient occupancy tax revenue increased over the prior year	N/A	3%	3%

Program Comments: The County contracts with the Placer County Visitor Council. This agreement managed by the Office of Economic Development to promote tourism. Tourism is recognized as one of the major industries in the County providing jobs and tax base to support the annual visitors to Placer County.

County Executive Office

Jan Christofferson, County Executive Officer

Business Advantage Network/Job Development Program

Program Purpose: To encourage existing and new employers to hire unemployed or community members on public assistance in order to increase the percent of county residents that are employed.

Total Expenditures: \$55,464

Total Staffing: 0

- **Key Intended Outcome:** Placer County residents are employed.

Business Advantage Network/Job Development Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of Placer County residents employed/labor force	N/A	136,200 / 142,700	138,000 / 143,000
% unemployment rate in Placer County*	N/A	4.6%	4.2%
# of job fairs held	3	3	3
# of Welfare to Work job creation placements	175	200	225
% of Placer County residents on assistance that are available for work	0.002%	0.002%	0.002%
# of businesses contacted for Business Advantage Network (BAN) services	N/A	240	400
# of new employers to CalJobs	N/A	52	60
*Note: The unemployment rate for California is 6.1%. The national unemployment rate is 5.4%.			

Program Comments: It is the intent of BAN to decrease the number of unemployed community members and those on public assistance. As our population increased, we experienced a decrease for those unemployed on public assistance. Job placements were calculated from our job creation placement reports. New businesses requesting our business services resulted in increasing our job fairs to three annually, and increasing the number of new employers to CalJOBS. The number of businesses contacted for BAN services should reflect a 15% increase from prior years.

County Executive Office

Jan Christofferson, County Executive Officer

ORGANIZATION DEVELOPMENT FUND 100 / APPROPRIATION 12000

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	\$ 440,700	\$ 486,784	\$ 588,338	\$ 588,338	21%	\$ -
Services and Supplies	352,212	346,728	242,273	242,273	-30%	-
Intra Fund Charges	16,630	2,585	5,986	5,986	132%	-
Gross Budget:	<u>809,542</u>	<u>836,097</u>	<u>836,597</u>	<u>836,597</u>	0%	-
Intra Fund Credits	(68,215)	(106,500)	(107,000)	(107,000)	0%	-
Net Budget:	<u>\$ 741,327</u>	<u>\$ 729,597</u>	<u>\$ 729,597</u>	<u>\$ 729,597</u>	0%	<u>\$ -</u>
Revenue						
Intergovernmental Revenue	\$ 27,972	\$ -	\$ -	\$ -	0%	\$ -
Charges for Services	4,821	9,500	9,500	9,500	0%	-
Miscellaneous Revenue	2	-	-	-	0%	-
Total Revenue:	<u>32,795</u>	<u>9,500</u>	<u>9,500</u>	<u>9,500</u>	0%	-
Net County Cost:	<u>\$ 708,532</u>	<u>\$ 720,097</u>	<u>\$ 720,097</u>	<u>\$ 720,097</u>	0%	<u>\$ -</u>
Allocated Positions	7	7	7	7	0%	-

CORE FUNCTION: ORGANIZATIONAL DEVELOPMENT

Employee Training and Development

Program Purpose: To provide learning opportunities for all employees to strengthen their knowledge, skills and leadership abilities and cultivate a highly skilled and effective workforce.

Total Expenditures: \$ 394,396

Total Staffing: 3.3

- **Key Intended Outcome:** Employees strengthen their knowledge, skills, and leadership abilities.

Employee Training and Development Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
#/% of employees attending at least one Organizational Development training class per year	1,700 / 60%	2,000 / 70%	2,000 / 70%
#/% of courses that include core competencies related to job classifications	N/A	80%	80%
#/% of students that will rank the class as good to excellent	700 / 90%	800 / 92%	800 / 92%
#/% of executive and mid-level managers completing the executive leadership course	27 / 19%	0 / 0%	18 / 13%
% ranking the executive leadership course as good to excellent	85%	0%	90%

Program Comments: Indicator two will be completed in the third quarter of FY 2003-04 and is a projected number. The executive leadership course did not take place during FY 2003-04 due to budget constraints.

County Executive Office

Jan Christofferson, County Executive Officer

Organizational Assistance and Development

Program Purpose: To promote positive and collaborative work environments, assist employees to avoid and resolve conflicts, and support behavioral and organizational improvement through facilitation, mediation and other specialized services.

Total Expenditures: \$215,125

Total Staffing: 1.8

- **Key Intended Outcome:** Build positive and collaborative working relationships.

Organizational Assistance and Development Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of participants in mediation sessions/% of those rating process as helpful in resolving issues	5 / 85%	5 / 90%	5 / 95%
# of group facilitations/% rating the process as beneficial in resolving issues	1 / 85%	35 / 90%	20 / 90%
# of specialized training and development programs provided to departments/% of participants rating the process as helpful in resolving issues	3 / 85%	5 / 90%	5 / 90%

Employee Recognition

Program Purpose: To coordinate and support employee recognition and reward programs.

Total Expenditures: \$191,222

Total Staffing: 1.6

- **Key Intended Outcome:** To recognize and reward employees for excellent performance.

Employee Recognition Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
#/% of employees nominated for the Employee Recognition Awards Program (ERAP)	307 / 11%	206 / 7%	325 / 12%
#/% of department s participating in ERAP	19 / 79%	12 / 48%	20 / 80%
# of departments nominating employees from outside their departments	7	10	7
# of employees participating in the Suggestion Awards for Visionary Employees (SAVE\$) Program	N/A	N/A	10
#/% of departments participating in the SAVE\$ Program	N/A	N/A	10
# of suggestions submitted	N/A	N/A	2

Program Comments: Indicators three, four, and five are for the employee suggestion program (SAVE\$) that will be implemented in April 2004.

County Executive Office

Jan Christofferson, County Executive Officer

Community Involvement

Program Purpose: To coordinate and support programs that provides opportunities for employees to help Placer County communities and constituents.

Total Expenditures: \$ 35,854

Total Staffing: 0.30

- Key Intended Outcome: To involve our employees in countywide programs and activities that supports our community.

Community Involvement Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
#/% or employees participating in countywide programs and activities (Combined Giving Campaign)	655 / 29%	631 / 20%	631 / 20%
#/% of departments that participate in countywide programs and activities (Combined Giving Campaign)	24 / 100%	23 / 96%	23 / 96%
#/% of employees volunteering or participating in county-supported community events and organizations (e.g. State Fair)	37 / 1%	50 / 1%	50 / 1%
Amount of dollars contributed by employees toward community programs and services (Combined Giving Campaign)	\$115,033	\$132,647	\$133,000

PROPRIETARY FUNDS

GENERAL LIABILITY

INTERNAL SERVICE FUND

FUND 270800 / APPROPRIATION 09800

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Salaries and Employee Benefits	\$ 525,776	\$ 590,389	\$ 601,139	\$ 568,484	-4%	\$ -
Services and Supplies	1,457,839	1,559,479	1,779,017	1,740,320	12%	-
Other Charges	1,205,369	2,031,269	1,841,305	1,912,657	-6%	-
Total Operating Expenditures:	\$ 3,188,984	\$ 4,181,137	\$ 4,221,461	\$ 4,221,461	1%	\$ -
Revenue						
Revenue from Use of Money and Property	\$ 295,937	\$ 300,000	\$ 270,000	\$ 220,000	-27%	\$ -
Charges for Services	2,192,694	3,412,128	3,515,749	3,515,749	3%	-
Miscellaneous Revenue	193,459	78,500	28,500	28,500	-64%	-
Other Financing Sources	133,392	390,508	407,212	457,212	17%	-
Total Revenue:	2,815,482	4,181,136	4,221,461	4,221,461	1%	-
Net Income (Loss)	\$ (373,502)	\$ (1)	\$ -	\$ -	-100%	\$ -
Allocated Positions	8	5	5	5	0%	-

County Executive Office

Jan Christofferson, County Executive Officer

CORE FUNCTION: RISK MANAGEMENT (Internal Service Fund)

General Liability Claims Administration

Program Purpose: To protect the assets of the County through identification, processing, mitigation, and payment of claims in a manner that has the most favorable financial impact.

Total Expenditures: \$3,942,961

Total Staffing: 3.5

- **Key Intended Outcome:** Claims against the County are dismissed or paid at the lowest possible amount.

Title Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of claims processed	157	139	136
% of claims closed without payment	32%	35%	35%
\$ paid per claim (average)	\$3,389	\$7,500	\$7,500
# of pending files opened	231	222	220
% of pending files closed	26%	25%	25%
# of tort litigation files opened	16	22	20
% of tort litigation files closed	25%	30%	30%
# of contracts reviewed	34	40	40

Program Comments: The nature of an effective General Liability program is such that early identification and analysis of claims or possible claims is the best possible way to protect the County. Our staff works closely with internal and outside counsel as necessary to develop strategies for handling claims that offer the best chance of success. In this way, we are able to maintain a viable self-funded insurance program. The numbers indicate that the workload is substantial and that costs per claim are increasing. This is dependent on the type and character of claims we receive and process.

Internal Investigations

Program Purpose: To protect the County by early identification of incidents perpetrated by county employees and by taking actions that prevent or minimize adverse impacts.

Total Expenditures: 250,000

Total Staffing: 1.0

- **Key Intended Outcome:** Damage to the County from internal incidents is minimized.

County Executive Office

Jan Christofferson, County Executive Officer

Title Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of incidents investigated	24	37	45
\$ cost per incident (average)	\$528	\$827	\$800
# background investigations	101	68	60

Program Comments: This program seeks to minimize the impacts of employee misconduct on the County through quick identification and remediation of employee incidents, consistent at all times with county policies and the law. Though it is difficult to estimate the number of incidents, we project an increase. Background investigations are expected to decrease due to a hiring slowdown.

DOT Program Administration

Program Purpose: To protect the County and the public through the administration of a random Drug and Alcohol Testing Program (DOT) that complies with federal law.

Total Expenditures: \$28,500

Total Staffing: 0.50

- **Key Intended Outcome:** No county employee with a commercial license drives any county vehicle while impaired.

Title Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of random tests coordinated	84	86	90
% of random tests administered correctly	100%	100%	100%
#of incidents of county employees impaired	1	0	0

Program Comments: The proper administration of this very important program is critical to the safety of county staff and our citizens and visitors. All indicators show that we take our responsibility to administer the DOT program seriously, and our commercial drivers know this. The number of random tests (84) does not include pre-employment, post-accident, or reasonable suspicion testing. There was one positive result (.04 or greater) obtained as a result of a reasonable suspicion alcohol concentration test last fiscal year.

WORKERS COMPENSATION INTERNAL SERVICE FUND

County Executive Office

Jan Christofferson, County Executive Officer

FUND 270810 / APPROPRIATION 09810

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Salaries and Employee Benefits	\$ 293,449	\$ 309,515	\$ 333,221	\$ 333,336	8%	\$ -
Services and Supplies	1,037,196	1,915,978	1,851,876	1,843,945	-4%	-
Other Charges	4,880,896	4,668,098	4,668,098	4,679,631	0%	-
Other Financing Uses	-	112,000	112,000	62,000	-45%	-
Total Operating Expenditures:	\$ 6,211,541	\$ 7,005,591	\$ 6,965,195	\$ 6,918,912	-1%	\$ -
Revenue						
Revenue from Use of Money and Property	\$ 356,869	\$ 366,283	\$ 366,283	\$ 320,000	-13%	\$ -
Charges for Services	9,035	5,284	-	-	-100%	-
Miscellaneous Revenue	920,461	331,943	150,000	150,000	-55%	-
Other Financing Sources	5,581,772	6,261,080	6,448,912	6,448,912	3%	-
Total Revenue:	6,868,137	6,964,590	6,965,195	6,918,912	-1%	-
Net Income (Loss)	\$ 656,596	\$ (41,001)	\$ -	\$ -	-100%	\$ -
Allocated Positions	3	4	4	4	0%	-

CORE FUNCTION: RISK MANAGEMENT (Internal Service Fund)

Workers Compensation Claims Administration

Program Purpose: To ensure that Placer County conforms to all aspects of state law in the administration of its Workers Compensation Program in a cost effective manner and that injured employees receive prompt care so that they return to work as soon as possible.

Total Expenditures: \$6,615,195

Total Staffing: 2.75

- **Key Intended Outcome:** Employee injuries are quickly reported, documented, treated, and mitigated, and employee income is protected.

Title Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of indemnity claims/# of medical claims/# of first aid claims	160 / 196 / 195	170 / 176 / 251	180 / 169 / 275
% of claims in litigation	30%	35%	33%
% of claims closed	84%	86%	87%
\$ cost per claim (average)	\$1,616	\$1,939	\$2,172
\$ amount of insurance refunds	\$396,677	\$392,758	\$193,000
\$ medical bill review savings	\$488,800	\$495,000	\$500,000

Program Comments: Our employees perform many hazardous jobs in various terrain and weather conditions. Inevitably, injuries do occur. Our professional response to those injuries is central to lessening their severity, cost, and time away from work. The numbers indicate that claims are expected to increase, as is the cost per claim as administration and provider fees increase.

County Executive Office

Jan Christofferson, County Executive Officer

Safety

Program Purpose: To protect employees from workplace hazards through training, reporting, and observation of work areas.

Total Expenditures: \$350,000

Total Staffing: 1.25

- **Key Intended Outcome:** Accidents area prevented or held to a minimum.

Title Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# lost work days	2,940	3,028	3,103
# of safety meetings	8	8	12
# of hazards identified and mitigated	157	80	50

Program Comments: Our Safety Program is designed to prevent accidents by raising the consciousness of our employees about workplace hazards. A recordable incident is a work related injury or illness that goes beyond first aid treatment as defined in Title 8, Section 14300. The lost workdays figures are not the total number of lost workdays, as some incidents have been capped at 180 days.